

THE GLOBAL LINE

Serving the U.S. Army Field Support Command

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Gen. Griffin visits headquarters

"We have tremendous folks doing an outstanding job," said Gen. Benjamin S. Griffin, commanding general of U.S. Army Materiel Command, during a Jan. 31 visit to the Rock Island Arsenal.

Griffin was guest speaker at a luncheon sponsored by the local chapters of the Association of the United States Army, National Defense Industrial Association, and Women in Defense.

Al Kruse, president of the local chapter of AUSA, welcomed Griffin and all audience members.

"The purpose of the luncheon is to provide people with an opportunity to support the Army, the Arsenal, and the Department of Defense," Kruse said. "That's what we do in our volunteer time. We support what the Soldiers do."

Those who attended included Army Field Support

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Photos by Tony Lopez, EL Hamm

Commanding General of AMC, Gen. Benjamin S. Griffin, addresses the audience during a AUSA/NDIA/WID visit to Rock Island, Ill. on Jan. 31.

AFSC celebrates Black History Month



Photos by Tony Lopez, EL Hamm

Roy Moody, Chief, AFSC Equal Opportunity Employment office and Nancy Toohill, acting U.S. Army Garrison-Rock Island Equal Opportunity Employment office cut the ceremonial cake to celebrate Black History Month.

Members of the Rock Island Arsenal community celebrated Black History Month Feb. 1.

The Army Field Support Command and U.S. Army Garrison Rock Island sponsored a cake cutting ceremony - held inside the Caisson Room - to kick off the celebration.

Maj. Gen. Jerome Johnson, commanding general, Army Field Support Command, spoke on the significance of the month.

"We're celebrating Black History Month, but more importantly, it's an American History Month," he said. "Blacks have been a part of America since its beginning. Blacks unfortunately came here on slave ships and were slaves for over 200 years."

Johnson said despite African-Americans struggles, America's improvement continues.

"That's what's so great about America. Those young and old men who wrote the Constitution and Declaration of Independence

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Inside this Issue:
Global Line Spotlight.
First in a series of
stories highlighting
Joint Munitions
Command capabilities.
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page 4.

On the Record: Maj. Gen. Jerome Johnson, CG AFSC

It's been said that, when it comes to the future, there are three kinds of people: Those who make it happen, those who let it happen, and those who wonder what happened.

That saying contains a golden nugget of truth, wrapped inside some sarcastic humor. Clearly, the advantage belongs to those individuals and organizations who can make the future happen by anticipating change, understanding the factors that drive change, setting ambitious goals and creating workable plans for reaching those goals.

Those of us who are involved in the mission of defending our nation and fighting for the cause of freedom must become change agents capable of creating our own future. In our line of work, there really is no alternative.

I often think of how much the Army has changed since I was first commissioned as an officer more than three decades ago. Back then, our primary mission was deterring the Soviet Union – a nation that no longer exists – and preparing for massive conventional battles using heavy weapons and equipment.

The battles we fight today pit us against terrorists and insurgents who do not use conventional



weapons or tactics, and who plan and carry out their attacks in far corners of the globe. To meet this threat, our Army is rapidly transforming itself into a mobile, deployable force capable of performing several different missions at once. Our plan for victory – for creating a future in which freedom will thrive around the world – requires us to take the fight to our enemies, rather than waiting for them to take the fight to us.

Every individual involved in national defense – every Soldier, every member of the other Armed Services, every civilian employee, every contractor – needs to understand how and why the world has changed, and needs to get to

work on making the future happen. We need to become lifelong learners, through both formal and informal training. We need to develop situational awareness and adopt a broad perspective on what is happening around us and how it affects what we do and how we do it.

Too often, change takes place just for the sake of change, and we waste our time training and preparing ourselves for a future that will never happen. We can avoid these traps, and become effective change agents, by focusing our efforts on a clear vision of what we want our future to be. We need to know where we want to go and plan how we're going to get there.

As someone in a position of leadership, I play a critical role in shaping and sharing such a vision. But, when it comes to creating the future, I want all of you to see yourselves as leaders in your own areas of expertise. If you anticipate change and step up to the challenges it presents, you can make change happen on terms that will advance our mission.

So let's not sit back and allow the future happen to us. Instead, let's look forward and make things happen. The future has arrived; are you ready?

THE GLOBAL LINE

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The editorial content of *The Global Line* is the responsibility of the G-5 Public Communications Office at AFSC Headquarters. Contributions to *The Global Line* are welcome; contact information follows. E-mail address:

Maj. Gen. Jerome Johnson
Commanding General

Daniel Carlson
Chief, G-5 Public Communications Office

Darryl Howlett & Rhys Fullerlove
Editor



darryl.howlett@us.army.mil. Postal address: *The Global Line*, ATTN: AMSFS-PC, 1 Rock Island Arsenal, Rock Island, Ill. 61299-6500. Phone: (309) 782-5421, DSN 793-4516. Datafax: (309) 782-5011, DSN 793-5011.

Brig. Gen. Rogers presents Purple Heart Medal to Illinois Soldier

It took over 35 years, but an area resident was honored for the wounds he suffered in battle.

Brig. Gen. James E. Rogers, commanding general of the U.S. Army Joint Munitions Command, presented the Purple Heart Medal to Gary E. Feldman, 60, of Illinois City, Ill., for wounds received in Vietnam on March 12, 1969. The ceremony took place Feb. 14 in AFSC Headquarters.

"Sgt. Feldman, this is an honor for me to present this award to you," Rogers said. "From all of us here at the command and for people from this area, I would like to say thank-you for your service."

Feldman served in the U.S. Army from 1967 to 1969. While serving with A Company, 1-8, 4th Infantry Division, he engaged the enemy in a mountainous area near the Cambodia-Laos border. During the firefight, Feldman was injured by shrapnel, now permanently lodged in his left hand. After being patched up, Feldman returned to the battle.

Rogers stated that with so many Soldiers involved and injured during the battle, many never had their wounds documented.

"It was Sgt. Feldman's first sergeant, who he still talks to, and his platoon sergeant, who wrote a letter on Sgt. Feldman's behalf," Rogers said.

Feldman, who has lived in the same farm house in Illinois City all his life – with the exception of his Army service – thanked everyone for their service.

"They say what goes around comes around. I started my Army career leaving here at the Rock Island Depot and being processed in downtown Rock Island and now I'm back here at the Rock Island Arsenal," Feldman said with his voice wavering. "It's been an experience. I would like to thank all the Soldiers for the work they're doing in Iraq and the work people are doing here at the Arsenal."

Feldman said he learned last April from the Department of the Army that he would receive the Purple Heart.

The original Purple Heart, designated as the



Photos by Tony Lopez, EL Hamm

Brig. Gen. James E. Rogers, commander, JMC, presents the Purple Heart Medal to Vietnam veteran, Gary E. Feldman.

Badge of Military Merit, was established by General George Washington by order from his headquarters at Newburgh, New York, August 7, 1782. The writings of General Washington quoted in part:

"The General ever desirous to cherish a virtuous ambition in his soldiers, as well as to foster and encourage every species of Military Merit, directs that whenever any singularly meritorious action is performed, the author of it shall be permitted to wear on his facings over the left breast, the figure of a heart in purple cloth or silk, edged with narrow lace or binding. Not only instances of unusual gallantry, but also of extraordinary fidelity and essential service in any way shall meet with a due reward".

The Purple Heart is awarded to any member of the U.S. Armed Forces killed or wounded in an armed conflict

— Darryl Howlett, AFSC Public Affairs

Spotlight: JMC activities on target

McAlester AAP

When a Soldier fires his weapon, the round discharging is ending an extensive journey as it connects with its intended target. That journey - the production of ammunition - is managed by the U.S. Army Joint Munitions Command and its beginnings take place at installations like McAlester Army Ammunition Plant.

MCAAP is located in Oklahoma, and is a mammoth piece of Army property. The installation occupies more than 45,000 acres, an area bigger than Manhattan. The plant employs nearly 1,300 people. Those employees focus on ammunition production, ammunition and missile maintenance and missile demilitarization and power projection.

McAlester's doors opened for business in the middle of World War II. Production began in September of 1943 and since then the men and women at MCAAP have been providing vital military manufacturing capabilities to the warfighter.

Last year, more than 86,000 tons of munitions and supplies were shipped from the production floor at McAlester. And, on top of all that shipping, the plant received nearly 100,000 tons of materiel for storage in their vast facility. The storage facility at McAlester is the largest munitions storage facility in the entire Department of Defense and currently houses more than 756,000 tons of munitions.

In recent years, the McAlester plant has focused on bomb production and is considered the DOD's premier bombbuilder. The Massive Ordnance Air Blast Bomb, the world's largest, rolls off the assembly line at MCAAP and the plant also produces the MK80 and PBX series bombs as well as penetrator bombs.

As an ISO 9001:2000 certified facility, the McAlester plant is committed to the concepts of Lean Six Sigma. Applying those concepts to their manufacturing processes has resulted in more than \$3 million of savings over the past two years and more savings are projected.

Col. Gary B. Carney commands MCAAP and is very proud of his workforce. "We have a long history of supporting the joint warfighter," he said. "We are the sole provider of Air Force and Navy bombs (500 to 10,000 lbs.). We are proud to continue that tradition and en-

hance that support by continuously trying to improve our process by being ISO 9001 certified and using continuous improvement techniques such as Lean Six Sigma and value engineering."

The colonel added that McAlester is committed to partnering with private industry to take advantage of the mutual support available. McAlester has teamed up with defense contractors Boeing, General Dynam-

ics, Raytheon, among others. Those partnerships led to the production of weapons like the Joint Stand-Off Weapon, the High-Speed Anti-Radiation Missile, the Extended-Range Guided Missile and the Stand-Off Land Attack Missile.

For more than 60 years, the plant in the heartland of America has been producing weapons to better equip and protect our warfighters. The men and women charged with the physical defense of this nation should never have to worry about the tools they use to carry out their mission. The employees of McAlester Army Ammunition Plant are part of a large group within the Joint Munitions Command working tirelessly to ensure our warfighters have the weapons they need to win the war.



— Allen Marshall, AFSC Public Affairs

Blue Grass Army Depot

The Blue Grass Army Depot, located in Richmond, Ky., was established in 1941. It began operations in 1942 and was initially an ammunition and general supply storage depot. In 1964, it was merged with the Lexington Signal Depot and became Lexington-Blue Grass Army Depot. The Lexington location was closed in 1999 under a Base Realignment and Closure decision and it was renamed the Blue Grass Army Depot (BGAD). Also in 1999, the BGAD assumed control of the Anniston Munitions Center, Anniston, Ala.

Its vision is that it “be the Department of Defense’s premier logistics center of excellence for munitions and chemical defense equipment.” Its mission is to “provide munitions, missiles, and chemical defense equipment logistical support to the Joint Warfighter.”

BGAD provides munitions, chemical defense equipment and

special operations support. It serves as the Department of Defense’s primary center for activities surrounding the Chemical Defense Equipment program and serves as a training point for Reserve Component units. Other functions at BGAD include demilitarization research and development, resource recovery and reutilization, test sites for various ammunition technology programs, and renovation of conventional munitions.

“Our role is to support the war fighter,” Col Richard J. Mason, commander, BGAD, said.

Looking ahead, BGAD is exploring potential for demilitarizing conventional ammunition.

“We are looking at a demilitarization facility for conventional ammunition that will use the Super Critical Water Oxidation (SCWO) process and cryofracture,” said Dave Easter, public affairs officer for BGAD.

The SCWO process utilizes water at high temperatures and pressures. This destroys organic wastes which are highly water-soluble, thus allowing for oxidation. Cryofracture involves the use of liquid nitrogen to “supercool” the munitions, thus breaking them down for incineration in a modern kiln with a pollution abatement system.

The facilities at BGAD are housed on a compound of approximately 14,500 acres. It has 1,152 structures including storage igloos, warehouses, maintenance buildings, and munitions sheds, with a storage capacity of more than 3.2 million square feet.

The FY 2005 economic impact of BGAD was an operating budget of over \$59 million with a payroll of over \$34 million. There are approximately 1,870 employees at BGAD including 472 civilians, 103 contractors, 6 military personnel and 1,289 tenants.

- Margaret Browne, AFSC Public Affairs

Tooele Army Depot

Tooele Army Depot in Utah has a vital part in delivering ammunition to the Army and other Department of Defense organizations fighting the Global War on Terrorism and engaging in contingency operations.

From November 2001 to March 2003, TEAD shipped approximately 16,000 tons of conventional ammunition in support of OIF/OEF. Since March 2003, TEAD has shipped approximately 61,700 short tons to warfighters. The workforce has accomplished these missions accident-free throughout all operations regardless of weather or time of day.

“The Tooele Army Depot workforce has truly stepped up to the plate in terms of warfighter support,” said Col. Anne L. Davis, TEAD commander. “Nearly 100 employees from base operations and other depot functions joined their counterparts in the Ammunition area and made this happen. Long shifts, deployments to other installations and to theater have

all been a part of Tooele’s support of the Global War on Terrorism.”

TEAD is an active core ammunition storage site for war reserve and training ammunition. The depot stores, issues, receives, renovates, modifies and demilitarizes conventional munitions.

The depot also serves as the National Inventory Control Point for ammunition-peculiar equipment, developing, fabricating, modifying, storing and distributing such equipment to all services and other customers worldwide.

The installation was established during World War II on April 7, 1942. Construction of the TEAD facilities was completed in 1943. Originally the north area was known as the Tooele Ordnance Depot, which functioned as a storage depot for World War II supplies, ammunition, and combat vehicles. In 1949 TEAD assumed command of the Deseret Chemical Depot, recently known

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Crane Army Ammunition Activity

Crane Army Ammunition Activity can trace its origins to 1941, when the Crane Naval Ammunition Depot was established on a large tract of land about 80 miles southwest of Indianapolis. In October 1977, Crane AAA became a separate entity as part of the implementation of the "Single Manager for Conventional Ammunition" concept.

Today, Crane AAA covers more than 62,400 acres of land on a Navy installation now known as the Crane Division of the Naval Surface Warfare Center, which in total covers more than 100 square miles. The facilities and infrastructure managed by Crane AAA include 386 buildings and about 1,800 ammunition storage igloos. The activity's total storage capacity exceeds 4.9 million square feet.

Crane AAA is one of only two government-owned, government-operated ammunition production facilities

managed by the Joint Munitions Command. McAlester Army Ammunition Plant is the other. Crane's civilian workforce currently totals over 650 employees.

Crane AAA's mission encompasses the full range of ammunition functions. The activity stores, receives, produces, renovates and demilitarizes conventional ammunition, and also designs, develops and improves

ordnance components and processes.

In addition to Army production, Crane AAA partners with the Navy and Air Force. Under one mission performed for the air forces, the activity renovates MK80 and Penetrator aerial bombs, which are dropped from fighter planes and have a weight range of 500, 1,000 and 2,000 pounds.

Since "9/11," Crane AAA responded to an increase in demand by automating the bomb renovation process, using a combination of specialized and off-the-



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as TEAD South Area. In 1962, the depot was re-designated the Tooele Army Depot. Since that time the depot has been assigned maintenance mission responsibilities for topographic equipment, troop support items, construction equipment, power generators and various wheeled vehicles. The depot currently focuses on the conventional ammunition storage, maintenance and demilitarization missions (North Area). The chemical munitions storage and demilitarization mission (South Area) has been realigned with CBDCOM, becoming Deseret Chemical Depot.

Today, Tooele has a storage capacity of over 2.4 million square feet. TEAD employs 700 workers, including Army civilians, contractors, and other workers.

Within the last year, Tooele has taken on two new, high-profile projects. The first involves using hydrolysis to demilitarize munitions. This cutting-edge technology consists of placing cartridge-actuated devices (CAD) and propellant-actuated devices (PAD) in a sodium hydroxide solution that dissolves the aluminum casing, exposing the explosives and rendering them inert.

Another project Tooele has undertaken is its military van (container) repair facilities. On average, workers have repaired 12 containers per month - over 800, so far. The cost savings and contribution to materiel readiness highlight Tooele's adaptability and commitment to excellence.

— Darryl Howlett, AFSC Public Affairs

An introduction to Lean Six Sigma: JMC Style



U.S. Army Photos by Darryl Howlett

Left: JMC Commanding General Brig. Gen. James E. Rogers gives a pep talk on Lean Six Sigma to the troops. Right: Gary Converse drops a playing card onto his target while Erica Slattery looks on.

Walking into the Army Field Support Command Conference room, the mumblings (and sometimes) grumblings could be overheard about the latest kind of process improvement.

Headquarters employees from the Joint Munitions Command got their first taste of Lean Six Sigma in the form of mandatory training.

Ten three-hour sessions were held the week of Feb. 13-17, facilitated by the George Group, a consulting firm.

Instructors Peter O'Rourke and Luis Contreras told the audiences that Lean Six Sigma is one of many visions set for Army transformation. O'Rourke displayed a quote from Army Materiel Command Commanding General Benjamin S. Griffin on the importance of the program.

"It is our duty to improve quality, speed and agility

and eliminate waste in both our industrial and administrative processes. AMC will continue aggressive implementation of Lean Six Sigma with a sense of duty that demands we relentlessly...improve our support to the joint warfighter and Army transformation."

General Griffin's comments were followed by another displayed quote from Brig. Gen. James E. Rogers, commanding general, Joint Munitions Command.

"JM LCMC will break through our resource constraints to supply our warfighters with the right ammunition, at the right place, on time, every time through rigorous application of Lean Six Sigma."

O'Rourke made the point Lean Six Sigma addresses shortfalls in the command's budget.

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Ammo specialists graduate

MCALISTER, Okla.- Thirty-seven interns graduated Feb. 2 from the U.S. Army Defense Ammunition Center's (DAC) Quality Assurance Specialist (Ammunition Surveillance) (QASAS) career program.

The students, who came from across the United States, underwent 12 months of extensive technical training in ammunition quality assurance, and are now qualified to fill positions to enhance the quality, reliability, explosives safety and efficiency of the ammunition operations in support of Army readiness around the globe.

According to Charles P. Stroo, DAC associate director for Training, "The job of our QASAS graduates is to ensure that the ammunition relied upon by our Soldiers in the field lives up to the highest standards. Whether in Afghanistan or Iraq or elsewhere, our men and women in uniform must have total confidence that the ammunition they depend upon will not fail."

Addressing the students at their graduation ceremony, Dan Pezzulo, DAC Ammunition Career Office, said, "Don't be afraid of challenging yourself. Keep this in the back of your mind, keep that young Soldier alive."

The graduates from the QASAS Career Program are: Ike Abner, Debra Bailey, Tod Barnes,



U.S. Army Photo by Melanie Gaines

The newest QASAS graduates after a ceremony in McAlester, Okla.

Edward Bell III, Vernon Buckner, Christopher Bullard, Billy Burns, Lonnie Burks, Michael Cahill, Billy Fox, Asa Harris, Valerie Hawkins, Michael Heaney, Larry Hill II, Roger Jenkins, David Kerley, Lance Matthews, Mark Metcalf, Henry Morgan Jr., Armando Ortega, Gordon Olds, Philip Owens, Robert Rambin, Randall Rickaby, Angel Sanchez-Hernandez, David Steele, William Thompson, Aaron Thornton, James Tollett, Albert Torres, Quyen Tran, Richard Vice, Dong Vu, Paul Webb Jr., Lynda Williams, Donald Young, and Irene Young.

-- Melanie Gaines, DAC Public Affairs

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shelf equipment. The project went from concept to design to installation to production in only eight months.

Another recent joint-service project is the product of a partnership between the activity and the Naval Surface Warfare Center. Under the partnership, Crane AAA responded to the Navy's urgent need for decoy flares. It had been more than eight years since Crane AAA had produced decoy flares and the building where production had occurred stood empty. Though safety regulations and logistical requirements had changed considerably, full production of the flares resumed in less than 12 months, and more than 110,000 flares came off the line in the first two years of the project.

In 2005, Crane AAA became the first facility to produce the new Navy Advanced Trajectory Flare,

which has added capabilities to protect aircraft from enemy missiles.

Crane AAA recently responded to an urgent need of the Army by producing armor-plated doors for Humvees, protecting Soldiers in the vehicles from improvised explosive devices. Though the doors had never been produced at Crane AAA before, and though the mission was not directly related to the activity's ammunition mission, the doors were delivered ahead of schedule, providing protection to Soldiers patrolling the dangerous streets and highways of Iraq.

"The strength of our organization lies in our ability to support all the services, and to respond quickly to their requirements," said Col. Todd R. Smith, Crane AAA's commander, during an interview conducted for a local television station. "Everything we do today is focused on delivering that support, and helping our nation win the Global War on Terrorism."

- Paul Levesque, AFSC Public Affairs

Command sponsors Black History workshop



Photo by Tony Lopez, EL Hamm

Guest Speaker Rev. Dr. Pamela R. Lightsey, senior pastor, Southlawn United Methodist Church, addresses the audience during the AFSC Black History Month workshop and luncheon Feb. 13.

The Army Field Support Command and Rock Island Arsenal Garrison Equal Employment Office hosted a Black History Month workshop and luncheon, Feb. 13. Its dual theme was "Celebrating Community: a Tribute to Black Fraternal, Social and Civic Institutions" and "Reaching out to Youth: A Strategy for Excellence."

The guest speaker was the Rev. Dr. Pamela R. Lightsey, senior pastor, Southlawn United Methodist Church, Chicago, Ill. Lightsey is an Army veteran and considers herself a "daughter of the Army" as she has many family members (a son at Fort Dix) and friends in the Army. After she left the Army, she continued her education, attaining degrees in theology.

Lightsey told the story of Margaret Garner, the woman whose story was told in the movie, "Be-loved," and how she slit the throat of her two-year-old child in order for that child to not have to live in slavery. The point of this, she said, was that it was "the desire of every loving parent, that the children do better."

"If there is such a thing as turning over in the grave, then many of our forebears would be doing it if

they knew how many of us are incarcerated," she said. "So many of our youth are running from freedom to the bondage of drugs and crime."

She spoke of the struggles African-Americans have endured since the Emancipation Proclamation and how "authority without power" is impotent.

"The 14th amendment to the U.S. Constitution gave citizenship to the freed slaves," she said. "But the laws did not reflect that," she said, referring to what were known as the "Jim Crow" laws that institutionalized segregation and discrimination.

So African-Americans did for themselves and created a "Free African Society" to support one another, she said. "There was a refusal to settle for mediocrity."

Black service and fraternal organizations formed and soon the system of educational institutions that came to be known as the Historically Black Colleges and Universities started to develop.

"All this was so the kids could do better," she said.

Lightsey lamented the fact that today's African-American middle class and youth are apathetic. She duly noted their financial generosity but said they should be willing to be as generous with their time.

"Giving money pales in comparison to giving of yourself," she said. She asked the audience to ponder: "What if blacks above the poverty line invest in at least one black child?"

She ended her talk with a three-pronged strategy for success.

"Never let anyone do more for you than you can do for yourself; instill in our youth a healthy respect for adults; and nurture the passionate abhorrence of greed," she said.

At the end of her talk, Brig. Gen. James E. Rogers, commanding general U.S. Joint Munitions Command and Alan Wilson, Garrison Manager, U.S. Army Garrison, Rock Island, presented her with coins from their respective organizations.

— Maggie Browne, AFSC Public Affairs

Griffin *Continued from page 1*

Command and Joint Munitions Command Commanding Generals, Maj. Gen. Jerome Johnson and Brig. Gen. James E. Rogers, respectively. Representatives from U.S. Sen. Charles Grassley's, Sen. Richard Durbin's, and U.S. Rep. Lane Evans' offices also attended.

Griffin began his presentation speaking about the civilians and Soldiers on the line overseas and here at home supporting the warfighter.

"Right now AMC has close to 54,000 people in Iraq, Afghanistan, and Kuwait. Ninety percent are contractors," he said. "There is no command in the Army that has that many folks focused on the warfighter. There are 50,000 more AMC people in CONUS and overseas serving Soldiers.

"I just got back from Fort Benning and Fort Stewart visiting with the 3rd Infantry Division. I heard nothing but compliments on the work your folks are doing."

Soldiers, Sailors, Airmen, and Marines, along with Special Operations forces are customers of AMC, according to Griffin.

He also mentioned that one of the ways AMC has led in its support of the warfighter comes through the Army Field Support Command.

"Through Maj. Gen. Johnson's leadership, the Army Field Support Brigades around the world have made a tremendous impact on operations," he said. "This group has made the difference for Soldiers, Sailors, Airmen and Marines. This has been a winner for the Army and it comes out of the nerve center of Rock Island."

Griffin also spoke highly of JMC's support of the war effort.

"When I first (arrived at AMC)," he said. "my number one priority was getting the ammunition to the right place at the right time. It's been a tremendous job that JMC has done."

Griffin's presentation focused on "Avenues of Changes," including policies governing resetting the force, Lean Six Sigma, and Life Cycle Management Commands. Griffin described "Avenues of Changes":

"We are transforming the Army Materiel Command from an organization that is 'production-based, commodity-focused and platform-centric' to one that is 'service-based, capabilities-focused and unit-centric' to better support the Global War of Terrorism," he said. "We're looking at cradle-to-grave capabilities support and introducing Lean Six Sigma techniques at Rock Island and at our ammunition plants.

"We're striving for more products in less time, while maintaining the quality," he said. "We're taking depot commanders and enrolling them into a Lean Six Sigma

graduate program at the University of North Carolina."

Griffin spoke highly of Lean Six Sigma achievements, including:

- A reduced overhaul cycle time on the T700 engines at Corpus Christi Army Depot
- Reduced cost of munitions by half and expect future cost savings at the Armament Research, Development and Engineering Center (ARDEC) on the M915 projectiles
- Reduced turned-around time for M1 tanks located at the Army Field Support Brigade-Far East from 105 to 30 days.

"So far it's been easy to implement Lean Six Sigma on the assembly line. The hardest part is implementing it at the headquarters, mine included," he said.

Turning to the importance of LCMCs, Griffin connected the commands with the face of the customer.

"The LCMCs are working to provide better material, better products and support to our folks, the Soldiers in the field," he said.

Griffin said part of improving our services to the field involves getting feedback from troops deployed forward all over the world.

Griffin also noted that AMC has a vital role in resetting the force.

"To date we have repaired 1,833 aircraft, 56,000 small arms, over 9,000 Humvees, 7,000 trucks, and 3,500 trailers," he said. "Anything we can do forward, we do in Kuwait, and now Iraq. We also reset a lot of equipment here in the States including here at Rock Island."

Griffin noted the irony about the small arms reset concerning the 50-caliber machine guns.

"Do you remember when they were saying the 50-cal was being phased out?" Griffin asked the audience. "Well, as you know, we have a tremendous amount of convoys in Iraq, and 50-cal is the weapon of choice."

After the slideshow presentation, Griffin took questions from the audience including one concerning ongoing rumors that JMC would move to New Jersey.

"I've heard the rumors (concerning the move). I have no intentions of moving JMC from Rock Island," he said.

Griffin concluded the luncheon with praise for the luncheon sponsors and employees with the garrison and AFSC.

"Thanks for what you do and the support you give at Rock Island," he said. "You have a great team of civilians and military at Rock Island. Once again, thanks for the support you give to AMC and here at Rock Island."

— Darryl Howlett, AFSC Public Communications

New AFSB forms in North Carolina



U.S. Army Photo by Rhys Fullerlove

Soldiers assigned to AFSB-CONUS East salute the command flag during the Feb. 13 activation ceremony.

FORT BRAGG, N.C. — The Army Field Support Command has activated its newest brigade at Fort Bragg, N.C., to oversee logistics, acquisition and technology for units east of the Mississippi River.

The brigade, activated Feb. 13, will be involved with “anything to do with move, shoot and communicate,” Gen. Benjamin S. Griffin, commanding general of Army Materiel Command at Fort Belvoir, Va., said.

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said “We hold these truths to be self-evident, that all men are created equal, that they are endowed by their creator with certain unalienable Rights, that among these are life, liberty and the pursuit of happiness,” Johnson said. “Our nation took those words to heart and started to fight to make the documents the truth from the Bill of Rights through the Civil Rights movement.”

Speaking on the recent death of Coretta Scott King, Johnson remembered both her achievements as well as those of her husband, Dr. Martin Luther King, Jr.

“They dedicated their lives to the civil rights movement,” he said. “It was as if (Dr. King) held up the Constitution and Declaration of Independence in his hand and said, ‘I’m going to hold the nation responsible to live up to its creed.’”

Johnson closed his remarks by encouraging the audience to continue making America the greatest country on Earth.

“In less than 40 years our country has completely turned upside down from the 200 years of slavery — that’s remarkable,” he said. “You should be proud of what we have done as a nation. Let’s all enjoy this

The brigade is the link between the needs of commanders in the field and the resources of Army Materiel Command, Griffin said.

AFSC Commanding General Maj. Gen. Jerome Johnson presided at a 15-minute activation ceremony at Lee Physical Fitness Center during which the brigade flag was unfurled.

“Fort Bragg is the home of the units that are going to deploy the quickest to the worst spots with the least notice,” said Johnson. “It’s my objective to get them the best possible logistics support on the ground as quick as possible.”

Col. Douglas Glover serves as AFSB-CONUS East Commander.

The brigade has 300 people on Fort Bragg, including civilian contractors, Glover said. The headquarters has 11 people and will add seven to 10 in the coming year, he said. He has nine logistics support element commanders at other Army posts and a general manager at Charleston, S.C., for the Army’s prepositioned stocks at sea.

month, and continue to improve this great nation, the greatest nation on Earth.”

Carmen Ausborn, Equal Employment Opportunity Counselor for the U.S. Army Garrison Rock Island, thanked the different organizations on the Arsenal that participated in the event.

“I’m thankful to have the opportunity that myself and other EEO offices are allowed to bring more awareness to tenants of the Arsenal and about the plights of minorities,” Ausborn said.

Sgt. 1st Class Latisha Turner, AFSC Equal Opportunity Advisor, spoke of the importance of having not only Black History Month, but other cultural and ethnic events throughout the year.

“I think it’s necessary to get out the information. It brings out awareness of the different cultures. We live in a culture that’s diverse,” Turner said.

Concluding the event, Roy Moody, chief, AFSC Equal Employment Opportunity office, and Nancy Toohill, acting chief of the U.S. Army Garrison Rock Island Equal Employment Opportunity office, participated in the cake-cutting ceremony.

-- Darryl Howlett, AFSC Public Affairs

Lean *Continued from page 7*

“JMC has had a 19 percent increase in its workload with a 22 to 26 percent decrease in OMA funding during the upcoming fiscal years,” he said. “Lean Six Sigma helps to fill in the gap by becoming better, more cost-efficient, faster.”

Contreras followed O’Rourke in leading a group of volunteers in a ball-tossing exercise. After tossing an orange sponge ball back and forth, Contreras had participants close in and pass it hand to hand. Mental light bulbs began to light up when, instead of tossing the ball around, all the participants touched the ball at the same time. Speed increased while errors decreased.

“What we are talking about is cycle time. How long does the process take from beginning to end,” O’Rourke pointed out. “In evaluating the process you must get rid of non-value activities.”

JMC employees were then given a history lesson on first Lean – pioneered by Ford Motor Co. in the early 1900s and perfected by Toyota after World War II – then Six Sigma – pioneered by Motorola in the early 1980s and its black belt methodology in the late 1980s and early 1990s.

Six Sigma has been used by General Electric, Sony, and Allied Signal. O’Rourke said Six Sigma is outwardly focused on the voice of the customer, inwardly focused on using statistical tools on projects that yield high return on investment.

Together, Lean Six Sigma provides precision, accuracy, speed, low cost, and flexibility.

This was brought home by a quick film showing how Western Union chooses its field agents. A process that took 19 days was reduced to only 22 minutes by applying Lean Six Sigma. In the conference room, more light bulbs went on.

Illustrating how Lean Six Sigma projects are selected, O’Rourke introduced the acronym DMAIC:

- Define project purpose and scope
- Measure current performance
- Analyze causes and confirm with data
- Improve by removing variation and non-value-adding activities

- Control gains by standardizing

“It really does work in the industrial setting,” O’Rourke said. “(Lean Six Sigma) is a customer facing process.”

After another class exercise – this time involving dropping playing cards unto a large, paper target on the floor – Brig. Gen. Rogers arrived to give JMC employees a pep talk on the benefits of Lean Six Sigma.

“I came here today and I plan on speaking at each training session to show how interested I am in it and how aggressively I want to pursue this across this command,” he said. “I want to make sure we keep on track. Lean Six Sigma will make sure we stay viable across the board.”

Rogers said the command would continue to be aggressive with the new project philosophy.

“We’ve hired the George Group and in three years we will have our own master black belts to teach this,” he said. “You’re going hear more about this. I’m asking you to stay open-minded. This applies to all of us here and we’re going to make this (Lean Six Sigma) successful. I need you guys to listen and soak it up.”

JMC goals through Lean Six Sigma include:

- Unified approach for all JMC organizations
- Led from the top by engaged leadership
- Emphasis on transforming organizations through improving processes
- Processes will be improved through accomplishment of projects that serve strategic goals
- Use critical mass of full-time employees to push projects through
- Leadership and project sponsors identify projects and assist throughout

O’Rourke said that after the initial training, JMC employees can expect to see more follow-up training in the future.

— Darryl Howlett,
AFSC Public Affairs